

**THE INFLUENCE OF INTERNAL COMMUNICATION, WORK ENVIRONMENT
AND INCENTIVES ON EMPLOYEE JOB SATISFACTION
AT KSP BUANA ARTHA PRIMA TEGAL BRANCH**

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ABSTRACT

Rizal Andre Gunawan, 2023, The Influence of Internal Communication, Work Environment and Incentives on Employee Job Satisfaction at KSP Buana Artha Prima Tegal Branch.

Job satisfaction is an effectiveness or emotional response to various aspects of work. The job satisfaction of each employee in a company is said to be high if the work environment and communication ties with superiors, co-workers and subordinates are harmonious. This research aims 1) To find out whether internal communication has an effect on employee job satisfaction at KSP Buana Artha Prima Tegal Branch. 2) To find out whether the work environment influences employee job satisfaction at KSP Buana Artha Prima Tegal Branch. 3) To find out whether incentives have an effect on employee job satisfaction at KSP Buana Artha Prima Tegal Branch. 4) To find out whether internal communication, work environment and incentives simultaneously influence employee job satisfaction at KSP Buana Artha Prima Tegal Branch.

The research method used is quantitative research. The total population and sample in this study was 32 respondents. The data collection methods used in this research are interviews, observation and questionnaires. The data analysis method used is multiple linear regression analysis.

The results of the research show that 1) Internal communication has an effect on employee job satisfaction at KSP Buana Artha Prima Cab. Tegal, because in the t test the significance value is $0.001 < 0.05$. 2) The work environment has no effect on employee job satisfaction at KSP Buana Artha Prima Cab. Tegal, because in the t test the significance value is $0.887 > 0.05$. 3) Incentives influence employee job satisfaction at KSP Buana Artha Prima Cab. Tegal, because in the t test the significance value is $0.049 < 0.05$. 4) Internal communication, work environment and incentives simultaneously influence employee job satisfaction at KSP Buana Artha Prima Cab. Tegal, because in the F test the significance value is $0.000 < 0.05$. And the coefficient of determination value is 0.662.

Based on the results of this research, it can be concluded that 1) Internal communication has an effect on employee job satisfaction at KSP Buana Artha Prima Cab. Tegal, 2) The work environment has no effect on employee job satisfaction at KSP Buana Artha Prima Cab. Tegal, 3) Incentives have an effect on employee job satisfaction at KSP Buana Artha Prima Cab. Tegal, 4) Internal communication, work environment and incentives simultaneously influence employee job satisfaction at KSP Buana Artha Prima Cab. Tegal.

Keywords: Internal Communication, Work Environment, Incentives, Job Satisfaction

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Based on the results of this study, it can be concluded that 1) Internal communication affects employee job satisfaction at KSP Buana Artha Prima Cab.Tegal, 2) The work environment has no effect on employee job satisfaction at KSP Buana Artha Prima Cab.Tegal, 3) Incentives affect employee job satisfaction at KSP Buana Artha Prima Cab.Tegal, 4) Internal communication, work environment and incentives have a simultaneous effect on job satisfaction employees at KSP Buana Artha Prima Cab.Tegal.

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INTRODUCTION

In accordance with the goals that the company wants to achieve in human resources to improve the quality and quantity of work results in order to survive in competition, one of the efforts taken by the company is to provide internal stimuli such as providing communication, incentives and a good work environment. With the intention of mobilizing employees to work more effectively to improve work which will have an impact on employee job satisfaction in achieving company goals.

Job satisfaction is an effectiveness or emotional response to various aspects of work. Job satisfaction of each employee in a company is said to be high if the work environment and communication bonds with superiors, colleagues, and subordinates are harmoniously established (Afandi, 2018: 73). As for efforts to increase employee job satisfaction, a harmonious work environment, good internal communication, and work incentives are needed that are useful to support employees' work abilities.

The work environment is everything that surrounds employees and can affect employee performance. The work environment can increase employee concentration and comfort so that it can increase productivity. An uncomfortable and inadequate work environment can cause a decrease in employee performance and productivity. This will have a bad impact on the company's progress, so it is important for the company to pay attention to the work environment.

According to Sedarmayanti in (Silitonga, 2020:21) the work environment is divided into two, namely the physical work environment and the non-physical work environment. The physical work environment is everything around the workplace that can affect employee performance either directly or indirectly. The non-physical work environment is everything related to work relationships, both work relationships with superiors, colleagues, and subordinates. By creating a pleasant physical work environment and non-physical work environment, it has an influence on improving employee performance, productivity, and satisfaction.

If employees are satisfied with their work, it will help the company to achieve certain expected goals. Likewise, what happened with KSP Buana Artha Prima which also wants high employee job satisfaction to face such rapid and fierce competition, the company is required to always improve the quality of performance through improving the quality of its employees' job satisfaction.

In increasing job satisfaction, harmonious internal communication is needed between employees and superiors, colleagues, and/or subordinates. According to (Handayaningrat, 2011) communication is a process of interaction between human beings. Good communication will have a positive impact on every company, on the contrary, poor communication has a negative impact such as hindering company productivity.

In addition to a good work environment and internal communication, to increase employee job satisfaction, appropriate work incentives are also needed to support employees' work abilities. (Cahyono et al., 2022) Incentive wages are part of the form of compensation. Compensation is all income in the form of money, direct or indirect goods that employees receive in exchange for services provided to the company

Table 1
Facility Data

It	Kind Facilities/Equipment /Equipment	Sum	Brand/Type	Condition
1	Printer	5 Units	Oliver/Hamada/coss	Not Good
2	Air conditioning	3 Units	Daikin	Not Good
3	Computer	4 Units	Toshiba	Good
4	Processor Machine	4 Units	Intel	Good
5	Motor	3 Units	Yamaha	Good

Source: KSP Buana Artha Prima

From the data above KSP Buana Artha Prima The work environment is also a problem, where relationships between employees are sometimes easy to change due to misunderstandings. Internal work environment issues are not only related to the relationship between colleagues, but also external elements related to the facilities and infrastructure that support employees. For field workers who always face a changing external environment, it also requires support from the company in the form of adequate facilities. Where the inventory facilities provided by the company are still minimal and have not met the needs of field employees. The employee job satisfaction factor can also be seen from the existence of internal communication between employees.

In its implementation, it is related to with the internal communication that occurred at KSP Buana Arta Prima Tegal branch has been running well but is still not optimal. This is

because there are still obstacles in the delivery of information from the leadership to employees, how many channels must be passed such as information from the leadership to employees still have to go through the branch head and the head of admin, so the possibility of information changes will be large. Lack of implementation *Briefing* It is also an obstacle for employees in carrying out their duties. This needs to be an important concern for leaders in carrying out operations in KSP Buana Artha Prima Tegal branch.

There is a problem at KSP Buana Artha Prima Tegal branch related to the provision of employee incentives. Namely with the existence of strong leadership and only demanding the achievement of high targets and the lack of companies providing incentives to employees for the results or achievements achieved.

So that from several obstacles that occurred in KSP Buana Artha Prima Tegal branch, factors such as the work environment, internal communication, and incentives are matters that need to be considered by the company. The resolution of several phenomena that occurred is also expected to provide satisfaction for employees of KSP Buana Artha Prima Tegal branch. Thus, based on the above, the researcher conducted a study entitled "The Influence of Internal Communication, Work Environment, and Incentives on Job Satisfaction at KSP Buana Artha Prima". From the title, the formulation of the problem in this study is:

1. Does internal communication affect employee job satisfaction at KSP Buana Artha Prima Tegal Branch?
2. Does the work environment affect employee job satisfaction at KSP Buana Artha Prima Tegal Branch?
3. Does Incentive affect employee job satisfaction at KSP Buana Artha Prima Tegal Branch?
4. Do internal communication, work environment and incentives have a simultaneous effect on employee job satisfaction at KSP Buana Artha Prima Tegal Branch?

RESEARCH OBJECTIVES

The purpose of the researcher to conduct this research is

1. To find out if internal communication affects employee job satisfaction at KSP Buana Artha Prima Tegal Branch
2. To find out whether the work environment affects employee job satisfaction at KSP

Buana Artha Prima

3. To find out if incentives affect employee job satisfaction at KSP Buana Artha Prima Tegal Branch
4. To find out whether internal communication, work environment and incentives have a simultaneous effect on employee job satisfaction at KSP Buana Artha Prima Tegal Branch.

RESEARCH BENEFITS

And the benefits of this research are

1. Theoretical Benefits

This research is expected to be a reference for further research related to internal communication, work environment, and incentives for employee job satisfaction. In addition, it can contribute to the development of management science theory in the concentration of human resources.

2. Practical Benefits

Practically, the results of this research are expected to be useful for several parties, including:

a. For Researchers

This research is used to fulfill the final thesis project as a requirement to obtain a Bachelor's Degree in the Department of Management, Faculty of Economics and Business, Pancasakti Tegal University. This research can provide additional knowledge and knowledge, especially internal communication, work environment and incentives.

b. For Employees

This research is expected to provide additional information for employees at work in order to improve performance so that the work environment feels comfortable and has a high commitment to the company.

c. For Companies

This research is expected to be used by companies as input and add information about internal communication, work environment, incentives and employee job satisfaction.

THEORETICAL FOUNDATIONS

1. Job Satisfaction

(Afandi, 2018: 73) states that job satisfaction is an effectiveness or emotional response to various aspects of work. So it can be said that job satisfaction is a form of attitude towards employee performance related to positive emotional conditions. Because job satisfaction is based on an employee's assessment of his or her work experience or work.

2. Internal Communication

According to Muhamad (Dipayana & Heryanda, 2020) Emphasizing that "internal communication is communication received by members of the organization, in other words the recipients of messages in the form of internal communication are people who are in the organization.

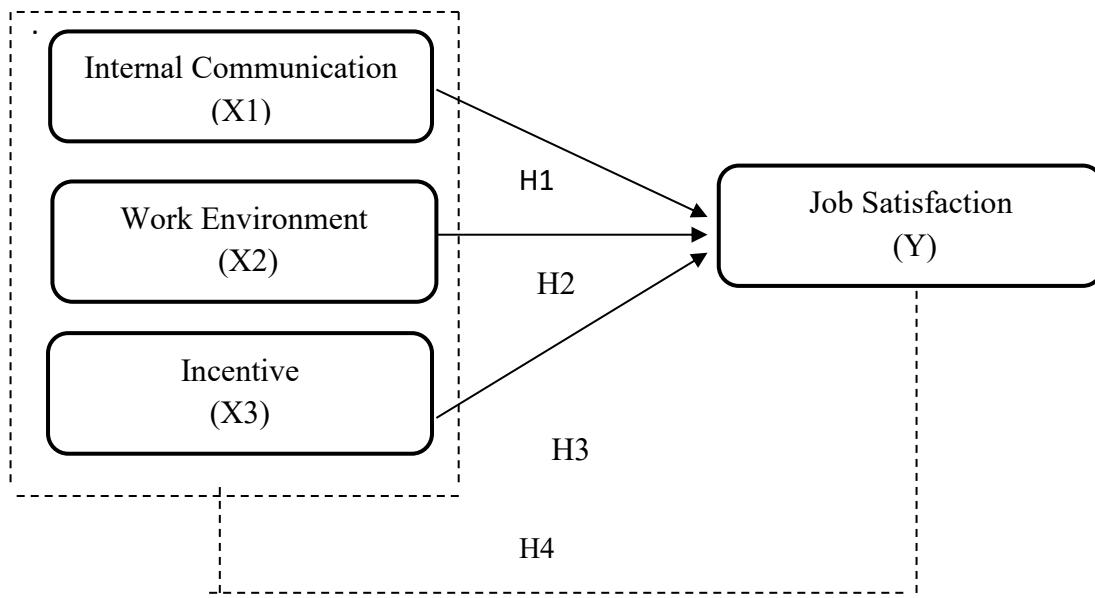
3. Work Environment

According to Sedarmayanti (Astuti & Iverizkinawati, 2018) The work environment refers to the set of tools and materials that are encountered, the environment in which a person works, how it works and the work arrangement both individually and as a team.

4. Incentive

According to (Mangkunegara, 2011:89) He explained that incentives are money given by leaders to employees to enable them to achieve organizational goals with high motivation and achievement to recognize the work achievements and contributions of employees to a company.

CONCEPTUAL THINKING FRAMEWORK



Picture 1

Conceptual Thinking Framework

Information:

————→ : Partial Test (t-Test)

————-> : Simultaneous Test (Test F)

HYPOTHESIS

The hypotheses in this study are as follows

H1 : Internal communication affects employee job satisfaction at KSP Buana Artha Prima Cab.Tegal.

H2 : The work environment affects employee job satisfaction at KSP Buana Artha Prima Cab.Tegal.

H3 : Incentives affect employee job satisfaction at KSP Buana Artha Prima Cab.Tegal.

H4 : Internal communication, work environment, and incentives have a simultaneous effect on employee job satisfaction at KSP Buana Artha Prima Cab.Tegal.

RESEARCH METHODS

This study uses a quantitative approach. This quantitative approach is used because the data used to analyze the relationships between variables is given numerically. Therefore, the selection of the right method can have a significant impact on the success of the research itself. The types of data and data sources used in this study are primary data and secondary data.

1. Population and sample

The population in this study is 32 employees of KSP Buana Artha Prima Cab.Tegal. If the population is large, and the researcher is unable to study everything in the population, for example due to limited funds, energy and time, then the researcher can use a saturated sample taken from that population. This is because the number of employees is relatively small, making it possible to exist at KSP Buana Artha Prima with a total of 32 employees. So all 32 employees of KSP Buana Artha Prima were made respondents.

2. Data Collection Methods

So the data collection method used in this study is as follows:

- a. Interview
- b. Questionnaire
- c. Observation

3. Research Instrument Testing Techniques

- a. Interval Sequential Method
- b. Classical Assumption Test
- c. Multiple Linear Regression Analysis
- d. Hypothesis Test t
- e. Hypothesis Test F
- f. Coefficient of Determination

RESULTS AND DISCUSSION

Validity and Reliability Test

Table 2
Validity Test Results

No. Item	R Calculate				r table (n=30)	Information
	X1	X2	X3	Y		
1	0,730	0,653	0,899	0,688	0,361	Valid
2	0,611	0,624	0,839	0,603	0,361	Valid
3	0,819	0,634	0,898	0,698	0,361	Valid
4	0,800	0,524	0,775	0,721	0,361	Valid
5	0,776	0,505	0,858	0,725	0,361	Valid
6	0,792	0,754	0,864	0,660	0,361	Valid
7	0,801	0,600	0,880	0,519	0,361	Valid
8	0,712	0,738	0,930	0,588	0,361	Valid

9	0,744	0,734	0,934	0,488	0,361	Valid
10	0,701	0,637	0,568	0,593	0,361	Valid
11				0,646	0,361	Valid
12				0,605	0,361	Valid

Of all statement items, each variable is declared valid because the value of r calculated is greater than r in the table.

Table 3
Reliability Test Results

Variable	Reliability	Cooperative Standards (α)	Information
Job Satisfaction	0,654	0,60	Reliable
Internal Communication	0,775	0,60	Reliable
Work Environment	0,756	0,60	Reliable
Incentive	0,943	0,60	Reliable

From each variable shows the value of *Cronbach Alpha* Above 0.60, it can be concluded that all variables are said to be reliable.

CLASSICAL ASSUMPTION TEST

1. Normality Test

Table 4
Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		32
Normal Parameters ^{a,b}		Mean .0000000
		Std. Deviation 3.71476990
Most Extreme Differences		Absolute .085
		Positive .059
		Negative -.085
Test Statistic		.085
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on table 4 of the normality test above, the results of the normality test calculation obtained a significance value of 0.200 because the significance value > 0.05 ($0.200 > 0.05$), it can be concluded that the data is normally distributed.

2. Multicollinearity Test

Table 5
Multicollinearity Test Results

Type	Coefficientsa	
	Tolerance	VIF
1 (Constant)		
	.419	2.388
	.346	2.887
	.552	1.811

a. Dependent Variable: Job Satisfaction

Based on table 5 Tolerance value indicates All variables independent had a tolerance value of more than 0.10 and a VIF value below 10 which indicates that the research data did not occur multicollinearity.

3. Heterokedasticity Test

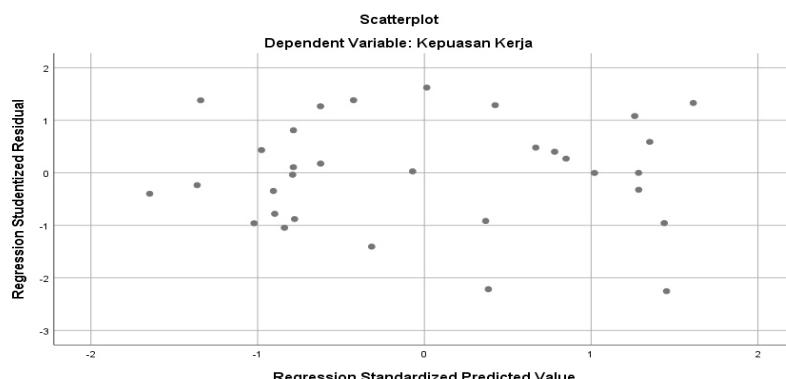


Figure 2
Heterokedasticity Test Results

Based on the scatterplot chart above, it shows that no particular pattern is found in order and the dots spread above and below the number 0 on the Y axis. *Heteroscedasticity* on the regression model.

Multiple Linear Regression Analysis

Table 7
Multiple Linear Regression Analysis Results

Type	Coefficientsa		
	Unstandardized Coefficients	Standardized Coefficients	
B	Std. Error	Beta	
1 (Constant)	4.290	3.781	

Internal Communication	.645	.170	.613
Work Environment	.028	.197	.025
Incentive	.352	.171	.290
a. Dependent Variable: Job Satisfaction			

Based on this value, the multiple linear regression equation of Internal Communication (X1), Work Environment (X2), and Incentive (X3) together on Job Satisfaction (Y) is: $\hat{Y} = 4.290 + 0.645X_1 + 0.028X_2 + 0.352X_3$

From the multiple linear regression equations (X1, X2, X3, to Y), the explanation of the equation is

1. A constant value of 4.290 means that if the internal communication variables (X1), work environment (X2), and incentives (X3) are 0 or constant, job satisfaction has a value of 4.290.
2. The regression coefficient for the internal communication variable on employee job satisfaction at KSP Buana Artha Prima Tegal Branch was obtained β_1 (regression coefficient X1 value) of 0.645. It shows that if internal communication improves, the job satisfaction of KSP Buana Artha Prima employees will also increase.
3. The regression coefficient for the work environment variable on employee job satisfaction at KSP Buana Artha Prima Tegal Branch was obtained β_2 (regression coefficient X2 value) of 0.028. It shows that if the work environment is good, the job satisfaction of KSP Buana Artha Prima employees also increases.
4. The regression coefficient for the incentive variable on employee job satisfaction at KSP Buana Artha Prima Tegal Branch was obtained β_3 (regression coefficient X3 value) of 0.352. It shows that if the incentives are good, the job satisfaction of KSP Buana Artha Prima employees increases.

HYPOTHESIS TEST

1. Partial Significance Test (t-Test)

Table 8
Test Results t

Type	Coefficientsa						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	4.290	3.781		1.134	.266		
Internal Communication	.645	.170	.613	3.803	.001	.419	2.388
Work Environment	.028	.197	.025	.143	.887	.346	2.887
Incentive	.352	.171	.290	2.062	.049	.552	1.811

a. Dependent Variable: Job Satisfaction

From table 8 of the t-test above, it can be explained as follows:

1. The Effect of Internal Communication on Job Satisfaction

The significance value of the internal communication variable was 0.001 less than 0.05, which means that H_0 was rejected and H_1 was accepted. So the conclusion is that internal communication has a significant effect on employee job satisfaction at KSP Buana Artha Prima Tegal Branch.

2. The Influence of the Work Environment on Job Satisfaction

The significance value of the work environment variable was 0.887 greater than 0.05, which means that H_0 was accepted and H_2 was rejected. So the conclusion is that the work environment has no effect on employee job satisfaction at KSP Buana Artha Prima Tegal Branch.

3. The Effect of Incentives on Job Satisfaction

Value Significance The incentive variables are as 0.049 is smaller than 0.05, which means that H_0 is rejected and H_3 is accepted. So the conclusion is incentives have a significant effect on employee job satisfaction in KSP Buana Artha Prima Tegal Branch.

2. Simultaneous Significance Test (Test F)

Table 9
Test Result F

ANOVAa					
Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	974.934	3	324.978	21.271	.000b

	Residual	427.785	28	15.278		
	Total	1402.719	31			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Incentives, Internal Communication, Work Environment						

From table 9 above, the value of Significance Internal communication variables, work environment and incentives are as 0,000 more small from 0.05, which means H_0 is rejected and H_4 is accepted. So the conclusion is Internal communication, work environment and incentives simultaneously have a significant effect on job satisfaction employee.

Determination Coefficient Analysis

Table 10
Results of Determination Coefficient Analysis

Model Summary ^b				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834a	.695	.662	3.909
a. Predictors: (Constant), Incentives, Internal Communication, Work Environment				
b. Dependent Variable: Job Satisfaction				

Based on table 10, indicates that *Adjusted R Square* = 0.662 or 66.2%. This shows that the total variation of job satisfaction variables influenced by internal communication variables, work environment and incentives is 66.2%. While the remaining 33.8% was influenced by other factors that were not studied in this study.

DISCUSSION

1. The Effect of Internal Communication on Job Satisfaction

Based on the t-test that has been carried out, it shows that internal communication variables have a significant influence on job satisfaction. The value of the internal communication variable ($X_{t\text{hitung}1}$) is 3.803 while the internal communication variable is 2.048. Then $3.803 > 2.048$ with a significance level of $0.001 < 0.05$ which means that H_0 is rejected and H_1 is accepted. Thus, the first hypothesis is accepted, it means that internal communication has a significant effect on job satisfaction. Internal communication affects job satisfaction because in $t_{\text{tabel}} > t_{\text{hitung}}$ "KSP Buana Artha Prima Tegal Branch". The results of this study are in line with research conducted by Dipayana and Heryanda (2020) which found that internal communication has an effect on employee job satisfaction.

2. The Influence of Work Environment on Job Satisfaction

Based on the t-test that has been carried out, it shows that the work environment variable has no influence on job satisfaction. The value of the work environment

variable (X_2) was 0.143 while the work environment variable was 2.048. Then $>= 0.143 < 2.048$ with a significance level of $0.887 > 0.05$ which means that H_0 is accepted and H_2 is rejected. Thus, the second hypothesis is rejected, which means that the work environment has no effect on job satisfaction. The work environment has no effect on job satisfaction because at $t_{hitung} < t_{tabel}$ $t_{hitung} > t_{tabel}$ KSP Buana Artha Prima Tegal Branch itself only focuses on the ability of employees to achieve the company's targets without paying attention to the fact that the work environment is also important to increase employee job satisfaction. The results of this study are in line with research conducted by Auliso and Lao (2018) which found that the work environment affects employee job satisfaction.

3. The Effect of Incentives on Job Satisfaction

Based on the t-test that has been carried out, it shows that the incentive variable has a significant influence on job satisfaction. The value of the incentive variable (X_3) is 2.062 while the incentive variable is 2.048. Then $>= 2.062 > 2.048$ with a significance level of $0.049 < 0.05$ which means that H_0 is rejected and H_3 is accepted. Thus, the third hypothesis is accepted, which means that incentives have a significant effect on job satisfaction. Incentives affect job satisfaction because in $t_{hitung} < t_{tabel}$ $t_{hitung} > t_{tabel}$ KSP Buana Artha Prima Tegal Branch itself incentives play an important role in increasing employee morale, the better the employee's work results, the incentives obtained are also good so that the employee's enthusiasm increases, and if employees work together, it will have an impact on employee job satisfaction. The results of this study are in line with research conducted by Yulianti (2017) which found that incentives have an effect on employee job satisfaction.

4. The Influence of Internal Communication, Work Environment and Incentives on Job Satisfaction

Based on the F test that has been carried out, it shows that internal communication variables, work environment and incentives have a simultaneous influence on job satisfaction. The value is 21.271 while the value is 3.340. Then $>= 21.271 > 3.340$ with a significance level of $0.000 < 0.05$, which means that H_0 is rejected and H_4 is accepted. Thus, the fourth hypothesis is accepted, which means that internal communication, work environment and incentives simultaneously affect job satisfaction. $F_{hitung} > F_{tabel}$ $F_{hitung} < F_{tabel}$

CONCLUSIONS AND SUGGESTIONS

1. Conclusion

The conclusions that can be drawn from the results of this study are:

1. Internal communication affects employee job satisfaction at KSP Buana Artha Prima Tegal Branch.
2. The work environment has no effect on employee job satisfaction at KSP Buana Artha Prima Tegal Branch.
3. Incentives affect employee job satisfaction at KSP Buana Artha Prima Tegal Branch.
4. Internal communication, work environment and incentives have a simultaneous effect on employee job satisfaction at KSP Buana Artha Prima Tegal Branch.

2. Suggestion

The results of the above research and the conclusions obtained, the suggestions that can be conveyed are as follows:

a. For Companies

- 1) KSP Buana Artha Prima Cab Tegal is expected to pay attention to the internal communication of employees. Managers must be able to improve task feedback where receiving task feedback can cause missed communication when doing the ordered task, it can be overcome by conducting good and structured communication between the sender and the recipient of the message so that it will minimize the occurrence of missed communication when giving task feedback so that employees can communicate better in completing their work.
- 2) KSP Buana Artha Prima Cab.Tegal is expected to pay attention to the company's work environment. Managers must be able to improve the company's work facilities by adding several other facilities such as air conditioners, dispensers, tables, chairs and other tools that can support employees in working so that employees can be more optimal in completing their work so that the quality of their work will also improve with the improvement of their work quality will also increase their satisfaction with their work.
- 3) KSP Buana Artha Prima Cab.Tegal is expected to pay attention to the incentives given to employees. Managers must be able to pay attention to incentives to employees through job promotions in the way of employees who have given the best work results and help the company in achieving its target in being promoted so that employees will compete in providing the best performance for the company so that the quality of their work will also improve with the improvement of their work quality will also increase their satisfaction with their work.

b. For the next researcher

It is hoped that future researchers who want to develop this research further will include more other factors that allow the influence on job satisfaction, such as organizational culture, work discipline and work motivation to know the effect on employee job satisfaction.

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